Strategic Plan

Chief Administrative Office

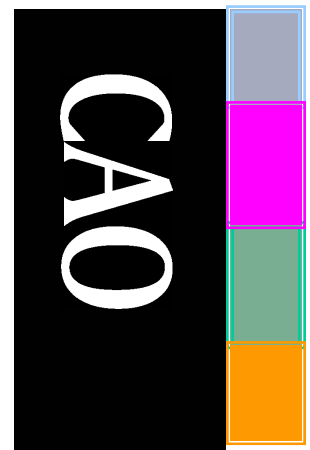Los Angeles County
2002

CAO

COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE

STRATEGIC PLAN

CAO

2002

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INTRODUCTION

In November 1999, the Los Angeles County Board of Supervisors adopted the County of Los Angeles Strategic Plan. Each County department's strategic plan should be consistent with the vision, goals and objectives in the Countywide Strategic Plan. This Plan is the culmination of a 7-month process that included participation by every staff member within the Chief Administrative Office (CAO) as well as staff from each of the Board of Supervisor's offices and numerous department heads. This Plan represents the time, effort and insight of those individuals.

The CAO is responsible for providing the Board of Supervisors with objective and professional recommendations on all fiscal and policy matters, and to provide effective leadership of the County organization in implementing the policy decisions of the Board. In fulfilling this role, the CAO coordinates and oversees the efforts of County agencies and departments; supports and coordinates collaborative development of policies and administrative initiatives for Board consideration; and interacts with a variety of external partners to achieve common goals. This Plan presents the CAO's primary strategies for fulfilling these roles.

PURPOSE AND APPROACH

The objectives of the CAO Strategic Plan are to establish an overall vision and mission for the CAO, and develop a series of goals and strategies to guide future CAO programmatic and operational initiatives. The Plan also serves as a catalyst for change by providing a framework through which the CAO's administrative, operational and communication processes can be reexamined. This reexamination process involves a critical review and redefinition of the CAO's role, values and core competencies in light of the Countywide Strategic Plan, the current expectations of the Board of Supervisors and County department managers, and the emerging demographic, financial, and related service issues within which the County operates. In that context, the strategic plan is intended to:

- Provide strategic directions for change that will be implemented through financial, administrative, programmatic and operational initiatives
- Focus on achieving outcomes
- Create process improvements that are integrated into existing management and accountability mechanisms
- Assign responsibility for achieving outcomes and measuring progress
- Ensure continuous analysis and refinement of strategic directions

BRIEF PROCESS OVERVIEW

The core of the strategic planning effort is reflected in this document. The large amount of information collected throughout the process has been developed, refined, and organized into the framework of the following pages. The result is an easy-to-use reference for understanding, prioritizing, measuring, and monitoring the objectives set forth in the strategic plan (see Section III).

The strategic planning process included four phases:

Environmental Scan

The environmental scan involved a survey of CAO staff, Board staff, and a selected group of County department heads. The objective of this phase was to collect and analyze data pertinent to framing strategic issues.

Strategic Planning Framework

The strategic planning framework is the heart of the strategic plan. It represents a set of guiding principles and forms the basis of overall strategic direction for the CAO. Drawing from the Countywide Strategic Plan, this phase focused on development of the Vision, Mission, Values, and Core Competencies for the CAO.

Strategy Direction

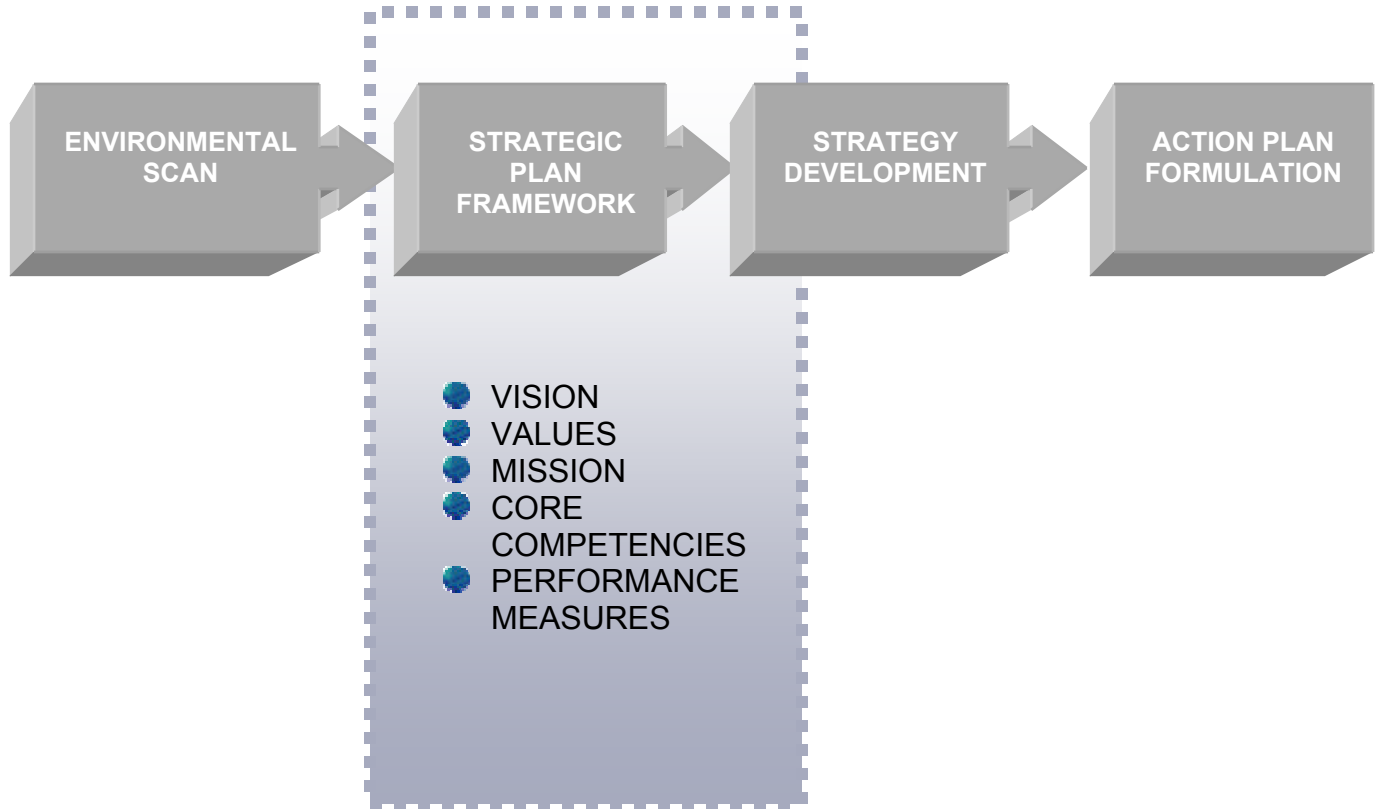Building upon the strategic planning framework, the CAO strategic planning team developed a series of Goals, Strategies, and Performance Measures designed to implement the CAO Vision and Mission.

Action Plan

The final phase of the process focused on the development of an action plan. Detailed objectives were formulated with corresponding timeframes and assignment of responsibility for implementation.

This version of the Strategic Plan includes an initial set of desired outcomes and indicators that the CAO can use to assess performance and progress toward achieving these outcomes. These indicators are subject to update and change as the County develops a common countywide framework for performance measures aligned with the budgeting process.

| ENVIRONMENTAL SCAN | → | STRATEGIC PLAN FRAMEWORK | → | STRATEGY DEVELOPMENT | → | ACTION PLAN FORMULATION |

- VISION
- VALUES
- MISSION
- CORE COMPETENCIES
- PERFORMANCE MEASURES

RELATIONSHIP TO THE COUNTYWIDE STRATEGIC PLAN

The goals and strategies set forth in this Plan complement and reinforce the County Strategic Plan. The following section compares the LA Countywide Strategic Plan goals with the strategies developed in this CAO Strategic Plan.

Goal No. 1: Service Excellence
The CAO Strategic Plan contains a series of strategies dedicated to improving the way in which the County provides the public with services and information. The CAO Strategic Plan promotes the effective delivery of services within the County, by implementing strategies related to strategic management, fiscal responsibility, strategic planning, performance measurement, service integration and best practices (CAO Strategic Goal B and C).

Goal No. 2: Workforce Excellence
Enhancing the quality and productivity of the CAO workforce is a central goal of the CAO Strategic Plan. The Plan provides for strategies to provide department-wide and branch-specific training, as well as additional efforts to assist new staff in their transition to the CAO (CAO Strategic Goal E).

Goal No. 3: Organizational Effectiveness
Strategies focusing on CAO leadership, communication and technology, communication and CAO leadership are designed to ensure that service delivery systems are efficient, effective and goal-oriented. This Plan contains strategies that will improve the ability of the CAO to exercise the leadership necessary to implement countywide initiatives (CAO Strategic Goals A, D and F).

Goal No. 4: Fiscal Responsibility
A primary goal of the CAO Strategic Plan is to ensure the overall fiscal health of the County. The Plan combines strategies to effectively manage and enhance, protect and pursue flexibility of existing revenues, while at the same time ensuring that adequate reserve funds are held by the County (CAO Strategic Goals A and B).

Goal No. 5: Children and Families' Well-Being
The CAO Strategic Plan reinforces the commitment to provide continued leadership on emerging issues and service integration for improving the well-being of children and families (CAO Strategic Goals A and B).

PLAN UPDATE AND REVIEW PROCESS

This Strategic Plan is intended to be a living document that will guide the programs and processes of the CAO in the upcoming years. To ensure that the Plan is current, progress on the Strategy Objectives and Action Plans will be reviewed semi-annually. As the plan is anticipated to be finalized in October, the Executive Management Team will conduct an interim review of the Plan in January 2003 in order to start the regular review cycle. This review will assess progress and provide input to the budget. The first mid-year review will occur in July 2003 while the first annual review will take place in January 2004 and will assess results, identify new priorities and projects and revisit the environmental scan.

Plan Adoption

Annual Review
- Assessment
- New Priorities & Projects
- Environmental Scan Update
- January 2004

Interim Review
- Strategy Objectives/Action Plan Progress
- January 2003
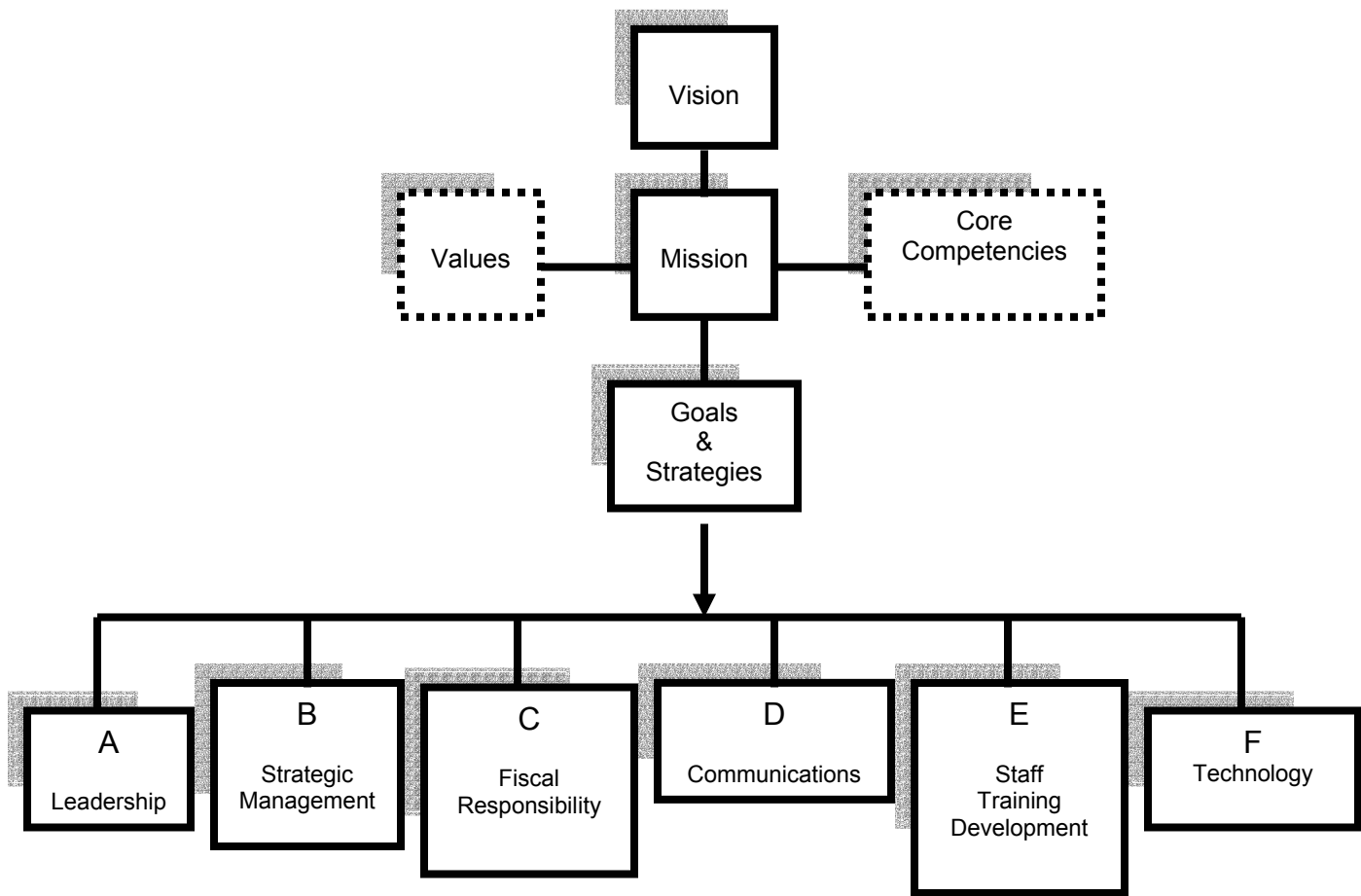
Mid-Year Review
- July 2003

STRATEGIC PLAN FRAMEWORK

The Strategic Plan Framework on the following page describes the relationship among the Strategic Plan elements.

- The Vision guides the CAO toward the future.

- To implement the Vision, the Mission describes the purpose and reason for the CAO's function.

- Values describe the norms and qualities of the CAO and are the basis from which each CAO staff member should be operating.

- The Core Competencies describe the traits and attributes that each staff person within the CAO should have to achieve the CAO mission and goals.

- The Goals and Strategies describe the direction the CAO will be moving in six focus areas: Leadership; Strategic Management; Fiscal Responsibility; Communication; Staff Training and Technology.

The commitment to implementation of the goals and strategies is demonstrated in a detailed action plan, which includes a set of objectives with target completion dates and responsible person (see Page 24)

County of Los Angeles
Chief Administrative Office

Vision

Values — Mission — Core Competencies

Goals & Strategies

A Leadership

B Strategic Management

C Fiscal Responsibility

D Communications

E Staff Training Development

F Technology

COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE

STRATEGIC PLAN

VISION

The CAO's **Vision** is a narrative description of the ideal CAO environment. The Vision reflects the priorities and values of the staff and management:

> *The CAO provides leadership to implement the Board of Supervisors' County vision, and creates an effective County organization, that earns the respect of the public.*

MISSION

The **Mission** of the CAO describes the main functions of the CAO and its role within the County structure. The Mission gives the overall "charge" and purpose of the organization. All CAO activities relate to one or more aspects of the mission statement:

> *Develop recommendations on fiscal and policy matters for the Board of Supervisors, provide effective leadership of the County organization in carrying out the Board's policy decisions, and ensure financial stability.*

VALUES

The **Values** of the CAO describe the basic behaviors, attributes, principles and beliefs that guide all CAO staff. The Values have been developed in consultation with CAO staff and are the bedrock of CAO staff attitudes toward their work, their mission and their relationships.

We Value...

- **Integrity** *We act ethically and with integrity in all we do.*
- **Quality** *We do high quality work and maintain high standards.*
- **Accountability** *We are accountable for our actions.*
- **Responsiveness** *We respond effectively and timely.*
- **Diversity** *We honor and promote diversity.*
- **Positive Change** *We act as a positive change agent, offering a central resource*
  for issues analysis, strategy development and interdepartmental solutions.
- **Respect for Policymakers** *We respect the role of elected leaders in representing their constituencies and developing public policy.*

CORE COMPETENCIES

The CAO's **Core Competencies** describe the traits and attributes that CAO staff members require to fulfill their Mission. The Core Competencies will guide staff recruitment efforts, training program design and staff evaluations.

Staff members possess the ability to…

- *Quickly grasp a wide range of complex subjects.*
- *Understand technical subject matter.*
- *Manage a number of issues and projects simultaneously.*
- *Use interpersonal skills to listen, understand different points of view, and provide leadership*
  in reaching consensus.
- *Think strategically.*
- *Collect, analyze and present information objectively, and develop recommendations.*
- *Solve problems.*
- *Provide work products of the highest quality.*
- *Use effective communication strategies to enhance CAO services to the Board of Supervisors, County*
  departments and clients

STRATEGIC GOALS

The **Goals** provide direction for achieving the CAO Vision and Mission. Strategies and objectives are identified for each goal area.

- *Advance countywide initiatives through **leadership.***
- *Promote effective and efficient delivery of countywide programs and services through the application of **strategic management** tools.*
- *Ensure the overall fiscal health of the County of Los Angeles through **resource management and revenue enhancement.***
- *Create a culture of effective **communication.***
- *Support the mission of the CAO through **staff training and development.***
- *Use **technology** to address operational needs within the CAO's office.*

Each **Goal** has a set of **Strategies** which are designed to support forward movement and progress toward achieving the CAO Mission and Goals, and position the CAO and the County to meet future challenges. Each Strategy is supported by a set of Objectives (Measurable Actions). Progress on implementation of the Strategic Plan will be measured through a set of outcome-based Performance Measures.

OVERVIEW OF STRATEGIC PLAN GOALS AND STRATEGIES

A.   LEADERSHIP
A1   Individual Leadership Development
A2   Leadership on Emerging Issues
A3   Leadership on Board and Countywide Initiatives

B.   STRATEGIC MANAGEMENT
B1   Strategic Planning
B2   Service Integration
B3   Best Practices and Tools
B4   Performance Measurement

C.   FISCAL RESPONSIBILITY
C1   County Resources Maximization
C2   Expanded Revenue Resources
C3   Adequate Reserves
C4   Adequately Maintained Infrastructure

D.   COMMUNICATIONS
D1   Executive Management Team
D2   Internal and External Communications Protocols
D3   Expanded Communication Tools

E.   STAFF TRAINING/DEVELOPMENT
E1   Staff Training Coordinator Function
E2   Department-Wide and Branch-Specific Training Plan
E3   Mentoring Program
E4   Orientation Program
E5   Management Training Plan

F.   TECHNOLOGY
F1   Central IT Management Function
F2   IT Advisory Committee
F3   Applications Documentation
F4   IT Strategic Plan

The following pages describe each of the six **Strategic Goals,** their related strategies and how the CAO's progress toward achieving those Goals will be monitored through Performance Measures, including desired outcomes and success indicators.

A detailed action plan with objectives target dates and persons responsible is provided in Section III.

A. LEADERSHIP

GOAL: Advance Countywide Initiatives through Leadership

Leadership is essential for increasing the CAO's capacity for achieving its mission. To earn the trust and respect of the Board and County departments, the CAO relies upon the leadership ability of its staff, as well as its communication capabilities, to influence policy development. Through leadership, the CAO fosters a collaborative atmosphere among departments that facilitates service integration and other desired changes in support of County goals and policies.

CAO leadership is essential for realizing the goals of the County's strategic plan. CAO leadership is especially needed to bridge the many functional and jurisdictional boundaries affecting the delivery of services.

Strategies

A1   Promote individual leadership development

A2   Provide leadership on emerging issues

A3   Provide leadership on Board and countywide initiatives

Performance Measures

Desired Outcome

- Depth of leadership among CAO staff

Success Indicators

- Number and/or percentage increase in CAO staff with higher levels of leadership skills, traits and qualities
- Increase in number of CAO staff with the ability to lead projects successfully
- Significant progress on and/or completion of major multi-departmental initiatives
- Number of countywide program/project teams with CAO leadership

B. STRATEGIC MANAGEMENT

Goal: Promote effective and efficient delivery of countywide programs and services through the application of strategic management tools

Strategic planning sets priorities and clarifies the future direction of the County of Los Angeles and its departments. Moving from planning to implementation requires the application of strategic management tools such as strategic planning, service integration, best practices, and performance-based management. The CAO encourages the use of strategic management tools by linking the strategic plan to the annual budget process, devising systems to measure progress on strategic initiatives, and acknowledging performance based on that progress. These tools will help focus attention on to these activities that support the goals of the strategic plan.

Strategies

B1   Implement countywide strategic planning which includes cross-agency planning

B2   Utilize collaborative leadership to integrate services and improve service delivery outcomes

B3   Employ best practices and tools to continually improve the performance of County programs and services

B4   Develop and implement a performance measurement system to monitor the effectiveness of County programs and strategic planning

Performance Measures

Desired Outcome
- Increased departmental accountability and increased efficiency and effectiveness of County programs

Success Indicators
- Percentage of County departments/programs that are reporting result-based performance measures
- Percent of best practices implemented to improve service delivery
- Percentage of departments using customer-oriented service evaluation tools

C. FISCAL RESPONSIBILITY AND ACCOUNTABILITY

GOAL: Ensure the overall fiscal health of the County of Los Angeles through resource management and revenue enhancement

The CAO has overall responsibility for balancing various service needs with available funding. Ensuring the overall fiscal health of the County during uncertain financial times requires that: (1) current resources are deployed cost-effectively; (2) fiscal policy is based on reasonable and prudent assumptions and projections; (3) short-term actions are linked to long-term fiscal stability goals; and (4) long-range efforts focus on developing more independent sources of local revenue and enhancing and maintaining the local revenue base.

As the fiscal officer of the County, the CAO performs a key role in ensuring the efficient and effective use of resources. The CAO also performs a leadership role, in conjunction with County departments, to monitor and assess the State and Federal fiscal and legislative environment to determine threats that may weaken—or opportunities that can strengthen—the County's fiscal base. The CAO works with County departments to identify:

- Available revenue sources at the Federal and State level;
- Potential partnerships and private funding sources; and
- Legislative initiatives that can be pursued, often in conjunction with other counties and statewide organizations, to enhance local governmental control over its responsibilities and resources.

Actions to strengthen the County's fiscal capacity, as outlined in its Strategic Plan, are directly linked to and dependent upon the CAO's ability to carry out its financial management role.

Strategies

C1   Maximize the use of County resources to ensure that they are effectively and productively used

C2   Protect existing revenues and expand availability of revenue sources to diversify and stabilize the funding base and strengthen control

C3   Maintain adequate County reserves

C4   Ensure adequate maintenance of County infrastructure and systems

Performance Measures

Desired Outcomes

- Increased flexibility in use of resources
- Increased levels of funding
- Improved bond rating

Success Indicators

- Percentage increase in overall funding
- Percentage reduction in departments exceeding adopted budget
- Percentage increase in cost recovery
- Percent reduction in the use of one-time revenues for ongoing needs
- Percentage of reduction in infrastructure backlog
- County bond rating
- Percentage increase in new revenue streams created by public-private partnerships

D. COMMUNICATIONS

GOAL: Create a Culture of Effective Communication

Given its multiple roles, the CAO needs to function as a comprehensive and efficient information broker, excelling at communicating with four primary audiences – the County Board of Supervisors, CAO staff, the County workforce, and external stakeholders. Internal communications should provide substantive, useful, and timely information, enabling all CAO staff to effectively perform the CAO's leadership, oversight and advisory functions. CAO external communication should foster a common understanding of countywide initiatives, policies, operations and procedures, including Board and CAO expectations for departments. The CAO is responsible for ensuring that information is consistent and accurate in order that effective, efficient intra-CAO branch and interdepartmental collaboration is attained in the pursuit of Board and administrative countywide initiatives.

The goal to "create a culture of effective communication" is critical to the CAO's ability to provide direction and cultivate the collaborative spirit required to fulfill Los Angeles County's strategic plan. Successful organizations are dependent upon the ability of all participants to receive and share timely, accurate and useful information. The importance of quality information exchange is all the more important in an organization as large and complex as Los Angeles County.

Strategies

D1   Use the CAO's Executive Management Team for ensuring strategic communication internally in the CAO and externally with the Board of Supervisors, County departments, customers and other stakeholders

D2   Create protocols for internal and external communications

D3   Expand communication tools to increase the scope and effectiveness of information delivery

Performance Measures

Desired Outcome
- Board of Supervisors, County Department heads, CAO staff, customers and other County stakeholders are informed about the County's issues, initiatives and priorities

Success Indicators

- Quarterly Guiding Coalition Report Card on the CAO's Communication Plan
- Percentage of compliance with internal communication protocols
- Percentage of compliance with external communication protocols
- Percentage of County department heads who fully understand, support and actively work to implement County, initiatives and priorities
- Percentage of CAO staff who understand County and CAO issues, initiatives and priorities
- Number of countywide communication system enhancements

E. STAFF TRAINING AND DEVELOPMENT

Goal: Support the Mission of the CAO through Staff Training and Development

As advisors, management consultants and overseers of County services and functions, CAO staff must be experts in analysis and problem solving while being conversant in many technical subject areas. CAO responsibilities require high-level executive skills and knowledge. Given the complexity of the County and its operations, longevity has long been an asset in performing the functions of CAO staff. With an aging workforce and retirements, however, the CAO is increasingly faced with the challenge of "succession planning." As a result, staff training and development must be a priority. In recognizing this challenge, it is essential that opportunities be created to develop and use training, orientation, recruitment, and information tools to fully equip present and future CAO staff.

Staff training and development will enhance the quality and productivity of the CAO's own workforce while supporting the workforce excellence goals of the County's strategic plan.

Strategies

E1   Implement a staff training coordinator function within the CAO

E2   Design and implement department-wide and branch-specific training and development plans

E3   Design and implement a CAO mentoring program

E4   Design and implement an orientation and training program for new and transfer employees

E5   Design and implement a management training plan and succession planning program

Performance Measures

Desired Outcome

- CAO staff possess the values, competencies, and technical skills needed to perform their jobs

Success Indicators

- Percentage of CAO staff have completed all department-wide and appropriate unit-specific classes
- Percentage of CAO staff that believe they have training and skills necessary to perform their job
- Percentage of new hires and transfers who believe that they are well-informed about CAO policies and procedures
- Percentage of mentors identified and assigned
- Percentage of candidates who filled management vacancies through succession planning program.

F. TECHNOLOGY

GOAL: Use Technology to Address Operational Needs Within the CAO

Information Technology requires a strategic approach to its development, application and management. The CAO must ensure that technology solutions bring about process improvements that strengthen accountability and improve organizational performance.

Strategies

F1   Develop a central technology management function to coordinate all departmental systems

F2   Establish an IT Advisory Committee to review and assess CAO information technology needs and develop recommendations for the Executive Management Team

F3   Create documentation requirements protocols for all new and existing applications

F4   Prepare an IT Strategic Plan

Performance Measures

Desired Outcome
- Technology solutions that meet or exceed departmental requirements

Success Indicators
- Percentage of priority systems and enhancements identified in the IT Strategic Plan that have been implemented successfully
- Percentage of branches reporting improved IT functionality
- Percentage of existing systems with full documentation

STRATEGIC OBJECTIVES

The tables on the following pages document the range of strategies and objectives developed through the strategic planning process for each of the six strategic objectives. The results can be used to help guide implementation of CAO Strategic Plan.

The Strategic Objectives are organized into six areas:

    A. Leadership
    B. Strategic Management
    C. Fiscal Responsibility and Accountability
    D. Communications
    E. Staff Training and Development
    F. Technology

A. LEADERSHIP

Goal: Advance Countywide Initiatives through Leadership

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
A1. Promote Individual Leadership Development		
a. Define a desired leadership profile	Short	Administrative Deputy/Executive Management Team
b. Recruit and evaluate staff based on their leadership potential and ability	Ongoing	Administrative Deputy/Assistant Administrative Officers (AAOs)
c. Promote the concept of leadership within the CAO orientation process	Ongoing	Administrative Deputy/AAOs
d. Provide CAO staff with a variety of assignments and experiences	Ongoing	Administrative Deputy/Executive Management Team
e. Provide opportunities for staff to lead tasks or projects	Ongoing	Division Chiefs and Assistant Division Chiefs
f. Provide leadership and teambuilding exercises	Short	Staff Training Coordinator
A2. Provide Leadership On Emerging Issues		
a. Formalize the process for identification and presentation of emerging and problem issues	Short	Executive Management Team
b. Utilize Executive Management Team to formalize assignment of lead staff person responsibility for high-priority issues	Short	Chief Deputy CAO
c. Expand proactive communication of emerging and high-priority issues with Executive Management Team, Department Heads and the Board	Short	CAO and Chief Deputy CAO
A3. Provide Leadership On Board And Countywide Initiatives		
a. Ensure that all countywide initiatives have a strong champion leading the effort.	Ongoing	CAO and Chief Deputy CAO
b. Clearly define and proactively communicate Board and CAO initiatives	Ongoing	Chief Administrative Officer
c. Provide frequent and consistent communications to departments and Board to reinforce key Board and CAO initiatives	Ongoing	Chief Administrative Officer

 * Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

B. STRATEGIC MANAGEMENT

Goal: Promote the Effective and Efficient Delivery of Countywide Programs and Services through the Application of Strategic Management Tools

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
B1. Implement Countywide Strategic Planning Which Includes Cross-Agency Planning		
a. Prioritize resources needed to implement key strategies	Short	Chief Deputy CAO with AAOs and Administrative Deputy
b. Assign high-level responsibility within the CAO to manage strategic planning	Short	Office of Unincorporated Area Services and Special Projects (OUAS-SP)
c. Integrate strategic planning into annual budget process. Develop 5-year implementation plan for fully incorporating strategic planning process with County annual budgeting process	Short	OUAS-SP and Budget Operations and Management Branch (BOMB)
d. Identify and evaluate key strategies and develop alternative approaches to countywide and departmental issues	Long	Executive Management Team
B2. Utilize Collaborative Leadership To Integrate Services And Improve Service Delivery Outcomes		
a. Use strategic planning to change the corporate culture and improve performance	Medium	Executive Management Team
b. Develop vehicle for sharing inter-departmental results and performance planning	Long	Executive Management Team
c. Institute internal network meetings involving administrative assistants and related support personnel	Short	Executive Management Team
B3. Employ Best Practices And Tools To Continually Improve The Performance Of County Programs And Services		
a. Use the training and development program to share tools and best practices	Short	Division Chiefs and Assistant Division Chiefs
b. Create a peer visit program to import new ideas and best practices	Short	Division Chiefs and Assistant Division Chiefs
c. Identify process for standardizing best practices and tools across departments	Short	Division Chiefs and Assistant Division Chiefs
d. Review policy and resource implications associated with instituting best practices and tools	Long	Executive Management Team
e. Utilize the Productivity Manager Network as the "R&D" for best practices	Short	CAO Productivity Manager

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
B4. Develop And Implement A Performance Measurement System To Monitor The Effectiveness Of County Programs And Strategic Planning		
a. Establish a countywide committee to develop a countywide results-based performance measurement system	Short	OUAS-SP working with BOMB, Service Integration Branch (SIB) and the Guiding Coalition
b. Create a countywide results-based performance measures reporting framework and secure Board support	(In progress) Short to Long	OUAS-SP working with BOMB, SIB and the Guiding Coalition
c. Identify indicators to monitor the effectiveness of County programs and services	(In progress) Short to Long	OUAS-SP working with BOMB, SIB and the Guiding Coalition
d. Establish measures to determine the effectiveness of strategic actions and initiatives	(In progress) Short to Long	OUAS-SP working with BOMB, SIB, Financial and Asset Management Branch (FAMB), Employee Relations (ER) and the Compensation Unit (Comp)
e. Implement training programs to support the performance measurement system	Long	OUAS-SP, SIB and BOMB AAOs and the Guiding Coalition
f. Align reward systems to support performance measurement implementation	Long	Executive Management Team

 * Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

C. FISCAL RESPONSIBILITY AND ACCOUNTABILITY

Goal: Ensure the Overall Fiscal Health of the County of Los Angeles Through Resource Management and Revenue Enhancement

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
C1. Maximize The Use Of County Resources To Ensure That They Are Effectively And Productively Used		
a. Utilize the County's strategic planning and performance measurement processes to promote cost efficiency and productivity	Medium	BOMB, OUAS-SP, FAMB, SIB AAOs
b. Enhance the multi-year forecasting process to connect strategic initiatives to budget decisions	Medium	Lead: BOMB AAO Support: All AAO's
c. Promote public/private partnerships as a tool to enhance services at a lower cost	Short	AAOs
C2. Protect Existing Revenues And Expand Availability Of Revenue Sources To Diversify And Stabilize The Funding Base And Strengthen Control		
a. Develop and maintain inventory of key revenue sources and identify strategies for preserving these revenues including a proactive effort to prepare for and challenge proposals to reduce/eliminate these sources	Short	BOMB AAO
b. Direct departments to annually review all fees and service charges and to recommend Board approval of adjustments to reflect increases in the cost of doing business where appropriate	Short	BOMB AAO
c. Coordinate legislative analysis and advocacy efforts to develop and maintain the County's fiscal base and pursue greater local control over the use of funding sources, in conjunction with other jurisdictions and statewide organizations, as appropriate; and assure linkage with strategic goals and budget priorities	Short	Lead: Intergovernmental Relations (IGR) Support: All AAOs
d. Promote greater consistency and coordination among the economic development efforts of the County and its 88 cities to promote the economic growth of Los Angeles County and benefit the County of Los Angeles	Medium	OUAS-SP AAO
C3. Maintain Adequate County Resources		
a. Develop a proposed policy for Board approval identifying a prudent level of reserves to be maintained	Short	BOMB, FAMB, AAOs

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
C4. Ensure Adequate Maintenance Of County Infrastructure And Systems		
a. Identify current backlog of infrastructure needs	Medium	FAMB AAO
b. Develop proposed prioritization process for addressing infrastructure needs	Medium	FAMB AAO
c. Annually update prioritization list for Board approval consistent with budget process	Medium	FAMB AAO

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

D. COMMUNICATIONS

GOAL: Create a Culture of Effective Communication

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
D1. Use The CAO's Executive Management Team For Ensuring Strategic Communication Internally In The CAO And Externally With The Board Of Supervisors, County Departments, Customers And Other Stakeholders		
a. Hold regular Executive Management Team meetings	Short	Chief Deputy CAO
b. Conduct internal teambuilding through regular AAO meetings with staff, "guest visits" by Chief Deputy and AAOs to staff meetings of other AAOs, inter-branch staff "ride alongs" and development of a cross-branch project agenda to help overcome physical and subject matter barriers and increase management and staff interaction	Short	Chief Deputy CAO and AAOs
c. Appoint a committee of CAO staff and selected Board and other departmental staff to draft a Communication Action Plan for the CAO, and name a committee chair	Short	Executive Management Team
d. Request quarterly report cards on the effectiveness of the CAO's Strategic Communication Action Plan from the Guiding Coalition	Short	Chief Administrative Officer
D2. Create Protocols For Internal And External Communications		
a. Develop internal and external communication protocols which provide for assignment of responsibility(s) for implementation, identification of training needs, and orientation of CAO staff to the protocols	Short	Executive Management Team
b. Issue quarterly report cards to the Guiding Coalition on success in implementing the protocols and the results of providing more timely and accurate information on key countywide issues to County employees and the public at-large	Short	Executive Management Team
D3. Expand Communication Tools To Increase The Scope And Effectiveness Of Information Delivery		
a. Create a responsibilities calendar and schedule (budget, strategic plan, legislative decisions) and disseminate to CAO staff	Short	Executive Management Team
b. Ensure continued use of the CAO's website and CAO Central as effective communication and input tools for the public and CAO employees	Ongoing	Executive Management Team
c. Create CAO briefing sheets for dissemination to CAO staff, County staff or the public at-large depending on the issue	Short	Designated member of the Executive Management Team
d. Institute a regular "Message from the CAO"	Short	Designated member of the Executive Management Team

* SHORT= <2 YRS. MED= 2-5 YRS. LONG= >5 YRS

E. STAFF TRAINING AND DEVELOPMENT

Goal: Support the Mission of the CAO through Staff Training and Development

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
E1. Implement A Staff Training Coordinator Function Within The CAO		
a. Staff training coordinator for the CAO's office assigned	Short	Chief Deputy / Executive Management Team
E2. Design And Implement Department-Wide And Branch-Specific Training And Development Plans		
a. Needs assessments completed for each Branch	Short	Training coordinator, AAOs / DHR Academy (This is already underway for Budget staff)
b. Draft training program reviewed by DCs/ADCs	Short	Division Chiefs and Assistant Division Chiefs
c. Draft training program and budget reviewed and approved	Short	Chief Deputy / Executive Management Team
d. Develop a policy for providing paid professional memberships and professional certifications	Short	Chief Deputy / Executive Management Team /training coordinator, Personnel Director
e. Design an on-line, Intranet-based training program	Short	Training coordinator / IT, DHR Academy
E3. Design And Implement A CAO Mentoring Program		
a. Training coordinator designs draft mentoring program which includes DHR mentor-training component	Short	Training coordinator / DHR Academy
b. DCs/ADCs provide input to draft program, including potential staff candidates for mentoring pairs	Short	Division Chiefs and Assistant Division Chiefs
c. Draft mentoring program and mentoring pairs reviewed and approved by Executive Management Team	Short	Division Chiefs and Assistant Division Chiefs
d. Mentors and staff attend orientation and training	Short	Training coordinator, DHR Academy

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
E4. **Design And Implement An Orientation And Training Program For New And Transfer Employees**		
a. Appoint a committee of CAO staff chaired by training coordinator to develop a CAO Handbook and provide input to orientation program	Short	Executive Management Team
b. Draft Handbook and orientation program, including staff assigned to provide training, reviewed and approved by the Executive Management Team	Short	Executive Management Team
c. CAO Handbook is distributed and orientation classes are periodically held	Short	Training coordinator / assigned CAO staff
E5. **Design And Implement A Management Training Plan And Succession Planning Program**		
a. Assess training needs of managers	Short	Training Coordinator
b. Report to the Executive Management Team on program options and costs utilizing local colleges and universities and other entities and on CAO tuition reimbursement policy	Short	Training Coordinator
c. Management training program reviewed and approved	Short	Executive Management Team

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

F. TECHNOLOGY

GOAL: Use Technology to Address Operational Needs within the CAO

Strategy and Objectives	Time Frame*	Lead Responsibility/ Principal Partners
F1. Develop A Central Technology Management Function To Coordinate All Departmental Systems		
a. Create a central technology development management and oversight capability for all departmental systems	Very Short	Executive Management Team
b. Ensure that countywide technology standards are being implemented	Ongoing	Central IT Section All intradepartmental system administrators
c. Assist branches in evaluating technology needs	Ongoing	Central IT Section
d. Provide support and maintenance of existing infrastructure	Ongoing	Central IT Section
e. Serve as project manager on development and/or implementation of applications	Ongoing	Central IT Section
F2. Establish An IT Advisory Committee To Review And Assess CAO Information Technology Needs And Develop Recommendations For The Executive Management Team		
a. Create an intradepartmental Information Technology Advisory Committee	Short	Executive Management Team
b. By March 1, 2003, prepare a report on the technology needs identified and prioritized by IT Advisory Committee	Short	IT Advisory Committee
c. Develop recommendations on prioritizing strategic technology decisions within the Office	Ongoing	IT Advisory Committee
F3. Create Documentation Requirements Protocols For All New And Existing Applications		
a. Create documentation protocols	Short	Central IT Section
b. Ensure the continuing functionality of those applications and preservation of the existing knowledge base	Ongoing	Coordination by Central IT Section
F4. Prepare An IT Strategic Plan		
a. By January 1, 2004, create a Five Year Technology Strategic Plan	Medium	All Branches with Coordination by Central IT Section

* Short= <2 yrs. Med= 2-5 yrs. Long= >5 yrs

APPENDIX A

CAO STRATEGIC PLANNING PROCESS

The strategic planning process for the CAO was designed to be broad and inclusive. To capture the range of policymaker, management, departmental and staff perspectives, development of the CAO Strategic Plan involved the representatives of each of the Board of Supervisor offices, County departments and County advisory commissions impacting CAO functions as well as CAO management and staff.

To guide the process, a Steering Committee comprised of the CAO and heads of key CAO functions and their deputies was formed. This Steering Committee provided guidance throughout the nine-month process. The process involved four phases:

Phase 1   The Environmental Scan
Phase 2   Strategic Plan Framework

- Vision
- Values
- Mission
- Competencies
- Goals
- Performance Measures

Phase 3   Strategy Development
Phase 4   Action Plan Formation

Each of these phases is described in more detail on the following pages.

PHASE 1: The Environmental Scan—Scanning Customer Needs, External Trends and Directions for Change

The objective of Phase I was to collect and analyze data pertinent to framing the CAO's strategic issues, challenges and opportunities. The consultant team conducted in-person, confidential interviews with fifteen key stakeholder representatives identified by the Steering Committee. These representatives included:

- Chief Deputies of the Board of Supervisors and, in one case, the Supervisor personally.
- Department heads with the most CAO interaction, including elected Department Heads.
- Representatives of Advisory Commissions.

Those interviewed were asked to describe:

- The CAO's role;
- What the CAO should be doing;
- Future changes in direction anticipated for the CAO;
- Where the CAO is most and least helpful;
- What the CAO does best;
- What the CAO could be doing better.

To provide an employee perspective on the CAO, an e-mail survey was sent to all employees of the Office. The results of these were compiled, summarized and used by the Steering Committee to identify five areas that were further explored in cross-functional focus groups.

These focus groups explored:

- Communication inside and outside the CAO;
- Administrative oversight processes, with a focus on the budget process;
- Coordination and partnerships with other departments, commissions and outside agencies, with a focus on CAO and departmental role definition;
- Policy development processes, including analysis, coordination, advice and communications;
- Training needs.

The consultant team also prepared a briefing paper on CAO trends and issues, synthesizing input from the stakeholder interviews, focus groups, document research (including the Unincorporated Area Services Strategic Plan, Service Integration Branch documents and the Strategic Asset Management Plan) and best practices and trends research.

PHASE 2: Strategic Plan Development

Building on the results of the Environmental Scan, the Steering Committee developed and refined the Strategic Plan Framework over a series of meetings and iterations. The Framework included:

- A working **Vision Statement**, describing where the CAO wants to be in the future;
- A set of **CAO Values**, describing the basic principles that those in the CAO's office hold;
- A **Mission Statement**, describing the purpose for the CAO;
- The CAO's core **Competencies**, describing the attributes that the CAO should have;
- **Goal** statements to implement the CAO vision and mission in six areas:

  - Leadership;
  - Strategic Management;
  - Fiscal Responsibility;
  - Communications;
  - Staff Training and Development; and
  - Technology.

- A set of **Strategies**, designed to accomplish the Goals; and
- Outcome-based **Performance Measures** to monitor progress toward achieving the Vision, Mission and Goals.

This Strategic Plan Framework was tested and further refined throughout the development of a detailed set of Strategies and Action Plans

PHASE 3: Strategic Development

After development of the initial Strategic Plan Framework by the Steering Committee, seven Strategy Teams were formed by the Steering Committee. Coordinated by a Steering Committee member and facilitated by the consultant team, each Strategy Team was selected to include a small cross-section of CAO and subject matter experts. Strategy Teams met an average of twice during a two-month period and were charged with developing preliminary strategies and action plans for the Steering Committee's consideration. The Strategy Teams explored strategies in seven areas:

- Collaborative Leadership;
- Building Communications Capabilities;
- Sharing Tools and Best Practices;
- Implementing Performance-Based Budgeting;
- Training and Staff Development;
- Utilizing Technology; and
- Resource Development and Financial Responsibility.

PHASE 4: Action Plan Development

Based upon the work of Strategy Teams, the Steering Committee selected six areas for final Action Plan development and finalized Goal Statements for these areas. A subgroup of the Steering Committee worked with the consultant team to develop a final set of Action Plans, including responsibilities and timelines. These Action Plans were directly tied to the Countywide Strategic Plan and included a final set of Performance Measures, which are outcome-based.

APPENDIX B

ENVIRONMENTAL SCAN

A critical element of the strategic planning process was the environmental scan. The objective of the scan was to identify:

- Existing strengths of the CAO
- Key opportunities the CAO should pursue
- Emerging trends within the County, and
- Best practices employed by other municipalities.

The environmental scan involved four phases: (1) Interviews with stakeholder representatives from each Supervisor's Office and selected departments; (2) An e-mail survey of CAO employees; (3) Facilitated meetings of five focus groups to explore issues identified within the employee survey and issues of general concern and, (4) Trend and best practice research. The environmental scan produced a wide range of stakeholder and employee assessments. These assessments were analyzed based on their frequency, relevance and relative importance and were presented to the Steering Committee for review. These issues served as the initial focal point for the development of the strategic direction of the Plan.

CAO ASSETS

Leadership

The most commonly identified asset of the CAO was the ability of the CAO to provide "leadership" on major countywide initiatives. The CAO is viewed as a partner, facilitator and leader for countywide and cross-departmental issues, or as one stakeholder put it, the County's "corporate headquarters."

Quality of Staff

Another asset commonly identified by stakeholders is the quality of staff. Stakeholders viewed CAO staff as both "knowledgeable" and "helpful", serving as partners with the departments (e.g., the budget process) and in developing countywide initiatives (e.g., the strategic planning process).

Strategic Planning Process

The countywide strategic planning process was identified as a valuable CAO initiative. The process was viewed as a critical strategy for addressing future budgetary limitations. The process was also seen as an effective tool for departments to highlight their successes and introduce future programmatic and organizational changes to the Board and the CAO.

Innovation

Stakeholders identified the CAO's role as a leader in innovation as a key asset. Examples most commonly cited included the efforts at service integration, the strategic planning process, and the movement towards an enterprise-wide technology solution.

Budget Process

The ability of the CAO to effectively manage the budget process is viewed as another key asset. One notable observation was that the CAO maintains an effective balance between deferring to departmental expertise in program decisions and the need for the CAO to maintain a limit on departmental expenditures.

CAO OPPORTUNITIES

Internal Communications

Improvements in CAO internal communications was the most frequent concern raised by CAO staff. It was perceived that CAO staff needs to develop more effective tools to communicate issues both within individual branches and department-wide.

Technology Management

The need for a more comprehensive approach to utilizing technology was another common theme among CAO staff, both in the development of new technologies and support for existing applications.

Staff Development

The development of staff, especially in light of an "aging workforce," was noted as a critical area of concern for the CAO. While the overall quality of staff was not an issue, further development of existing staff and the training of new staff in both substantive areas of expertise and with respect to leadership abilities were cited as an opportunity for the CAO.

Continuation of Strategic Planning Initiatives

Stakeholders were generally supportive of the strategic planning process as currently implemented, but saw an opportunity for the CAO to provide further direction of the program. Specifically, stakeholders saw the need for the CAO to identify the long-term vision of the program and clearly delineate the expectations of departmental participation.

Leadership on Financial Management

Stakeholders identified the CAO as the department most able to provide leadership to both the Board and the departments on fiscal responsibility and sustainability. This leadership could be exercised through the setting of more detailed and restrictive budgetary priorities and through the implementation of countywide cost control measures.

EMERGING COUNTY TRENDS

Los Angeles County Demographic Trends

- Continued increase in population over the next twenty years.
- Increased density of inner urban areas.
- Increasing variety of cultures, languages, ethnicities, skills, and education challenge public service delivery.

County Institutional Trends

- Size of County and physical decentralization may impede collaboration and cooperation.
- Increasing need for coordination between departments to integrate cross-departmental programming.
- Increasing need for partnerships with other governmental agencies and local service providers.

ECONOMIC TRENDS

- Recessionary trends will create significant funding reductions and a potential restructuring of funding for welfare to work programs by the State.
- Challenges of economic development in unincorporated areas.